



# ABEST21 e-News

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ABEST21 International

THE ALLIANCE ON BUSINESS EDUCATION AND SCHOLARSHIP FOR TOMORROW,  
a 21<sup>st</sup> century organization

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"Due to the spread of the COVID-19 pandemic, we have conducted all meetings online for avoiding the so-called "Three Cs" -- Closed places with poor ventilation, Crowded places and conversations in Close proximity."

## I. ABEST21 Office Report

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### 1 月

- ・ 19 日: online QIS Seminar の開催
- ・ 20 日: online SCR Seminar の開催
- ・ 21 日: 第 3 回 "online Workshop for Assuring the Quality of the online Education" の開催
- ・ 22 日: online KAIZEN Seminar の開催
- ・ 28 日: online Peer Review Committee 2021 meeting の開催
- ・ 29 日: online KAIZEN Seminar の開催

### 2 月

- ・ 受審校と PRT Comments Reports (Draft)に対する異見調整
- ・ 18 日: 第 4 回 "online Workshop for Assuring the Quality of the online Education"の開催
- ・ 25 日・ 26 日: online Peer Review Committee 2021 meeting の開催

### 3 月

- ・ 02 日: online Auditing Committee 2021 meeting の開催
- ・ 11 日: online Accreditation Committee 2021 meeting の開催
- ・ 16 日: online Board of Trustees 2021 meeting の開催
- ・ 18 日: 第 5 回 "online Workshop for Assuring the Quality of the online Education"の開催
- ・ 23 日: online General Assembly 2021 meeting の開催
- ・ 26 日: online MEXT meeting に参加

## II. General Information

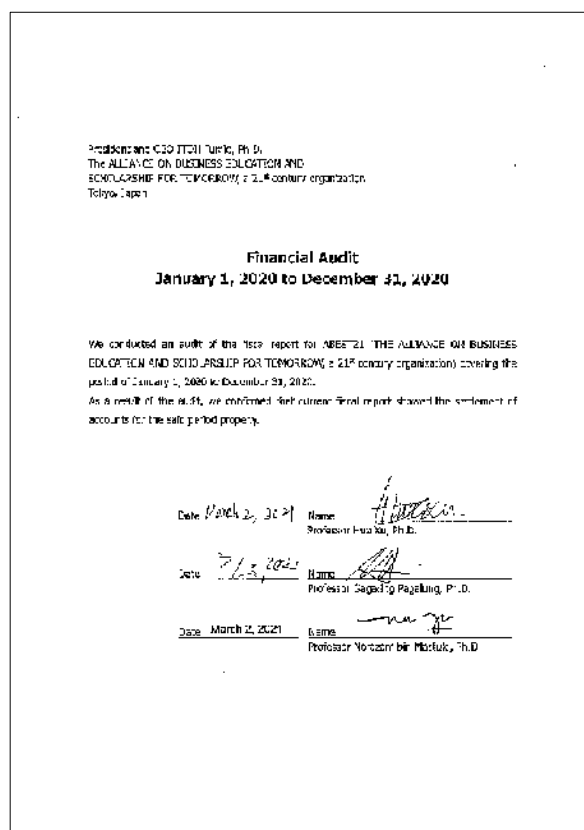
新型コロナウイルスの感染拡大に伴う渡航制限等により、すべての会合はオンラインで実施され対面による会合と同様の成果を挙げることができた。

### 1. オンライン監査委員会の監査結果について

3月2日(火)、主査による ABEST21 第8期決算報告書の会計監査が行われ、その後、午後3時(東京時間)から下記監査人によるオンライン監査委員会が開催され、事前に配布された資料に基づき本法人第8期正味財産増減計算書、財産目録及び収支計算書等について監査がなされ、すべての事項が適正に表示されていると認められた。

#### 監査人:

- Chair Prof. Dr. Xu Hua (University of Tsukuba, Japan)
- Prof. Dr. Gagaring Pagalung (Universitas Hasanuddin, Indonesia)
- Prof. Dr. Nor'Azam Mastuki (Universiti Teknologi MARA, Malaysia)



### 2. ABEST21 オンライン理事会の開催結果について

3月16日(火)、本法人オンライン理事会が開催された。事前の配布資料に基づき、議長である代表理事より各議案について詳細な説明が行われ、種々意見交換の後、2020年度活動報告、第8期収支決算報告、2021年度予算案、2021.3年度認証評価審査結果及び任期満了に伴う役員改選等の案件が審議され、それぞれ承認された。



### 3. ABEST21 2021年度オンライン年次総会開催結果について

3月23日（火）、コロナ禍により2021年度総会がオンラインで開催された。2020年度事業活動報告、第8期収支決算、2021年度予算案及び役員改選等について、代表理事より事前配布資料に基づき詳細な説明がなされ、種々意見交換の後、すべての案件が承認された。



### 4. 新 ABEST21 Executive Committee members について

(Term: from April 1, 2021 to March 31, 2023)

#### President and CEO:

- ・ Prof. Emeritus Dr. ITOH Fumio (ABEST21, Japan)

#### Vice Presidents:

- ・ Deputy Dean Emeritus Ilker Baybars, Ph.D. (Carnegie Mellon University, USA)
- ・ Prof. Dr. Oleg Vikhanskiy (Dean, Lomonosov Moscow State University, Russia)
- ・ Prof. Robert Sullivan, Ph.D. (University of California San Diego, USA)
- ・ Prof. Dr. Ali Khatibi (Dean, Management and Science University, Malaysia)



ITOH Fumio



Ilker Baybars



Oleg Vikhanskiy



Robert Sullivan



Ali Khatibi

#### Managing Directors:

- ・ Visiting Prof. Dr. KAWANO Hirotaka (Kyoto University, Japan)
- ・ NAKAGAWA Yuka, MBA (ABEST21, Japan)



KAWANO Hirotaka



NAKAGAWA Yuka

### **Auditors:**

- Chair: Prof. Dr. Xu Hua (University of Tsukuba, Japan)
- Prof. Dr. Gagaring Pagalung (Universitas Hasanuddin, Indonesia)
- Prof. Dr. Nor'Azam Mastuki (Universiti Teknologi MARA, Malaysia)



Xu Hua



Gagaring Pagalung



Nor'Azam Mastuki

### **Advisors:**

- Lawyer Prof. Dr. TANAMURA Masayuki (Waseda University, Japan)
- Licensed Tax Accountant HORIE Sadayuki (Director of Horie Certified Tax Accountant Office, Japan)



TANAMURA Masayuki   HORIE Sadayuki

### **ABEST21 Executive Committee**

- Prof. Emeritus Dr. ITOH Fumio (ABEST21, Japan)
- Deputy Dean Emeritus Ilker Baybars, Ph.D. (Carnegie Mellon University, USA)
- Prof. Dr. Oleg Vikhanskiy (Dean, Lomonosov Moscow State University, Russia)
- Prof. Robert Sullivan, Ph.D. (University of California San Diego, USA)
- Prof. Dr. Ali Khatibi (Dean, Management and Science University, Malaysia)
- Visiting Prof. Dr. KAWANO Hirotaka (Kyoto University, Japan)
- NAKAGAWA Yuka, MBA (Manager, ABEST21, Japan)

## **5. Online International Symposium の開催について**

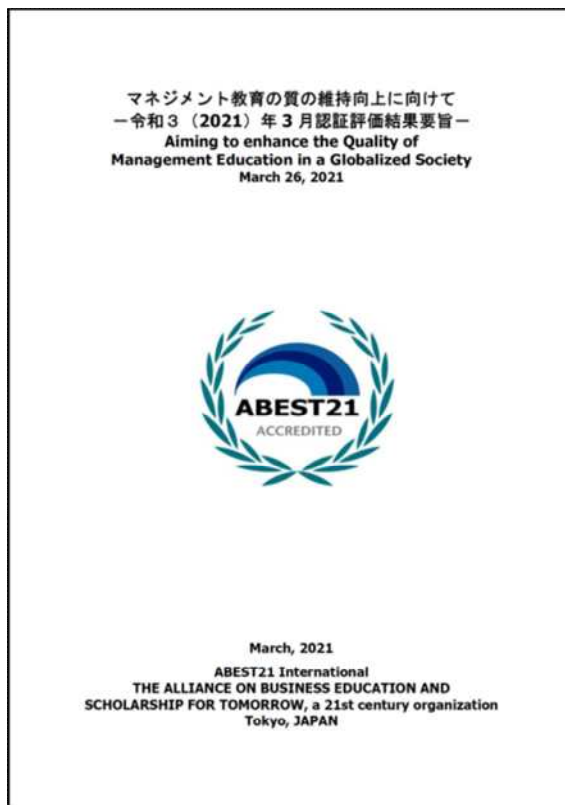
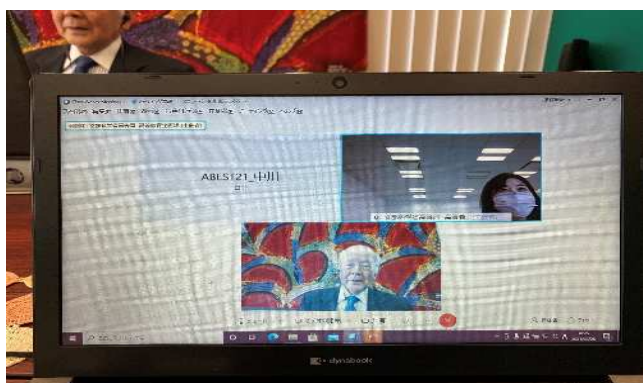
2020年3月に開催を予定していた ABEST21 Joint Research Project No. 8- “Humanizing Management Education for Sustainable Economic Development in Asia Pacific”の International Symposium が新型コロナウイルス感染拡大により中止となったが、2021年6月10日に国連大学サステイナビリティ高等研究所の後援により、Director, Shinobu Yume Yamaguchi, Ph.D., UNU Institute for the Advanced Study of Sustainability を Keynote Speaker に招聘し、Joint Research Project No. 8 の調査研究結果に基づいてパネルディスカッションを実施することになった。詳細は



ABEST21 website を参照されたい。

## 6. 認証評価結果の文部科学省オンライン報告について

3月26日（金）、オンラインによって文部科学省に事前に提出した「マネジメント教育の質の維持向上に向けて—令和3(2021)年3月認証評価結果要旨—(Aiming to enhance the Quality of Management Education in a Globalized Society, March 26, 2021)」に基づき、2021.3年度認証評価審査結果として、日本の分野別認証評価1プログラム、海外の9大学のAPAS13プログラム、そして2大学のAAAS2学部の合計10大学14プログラムと2大学2学部について報告をした。その後、文部科学省記者クラブにその審査報告要旨を提出し、各認証校に認証評価審査の結果を通知した。



## III. ABEST21 Note for Tomorrow-No.46

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### “教員の教育研究活動の評価”について

今回の ABEST21 認証評価基準の一部改正は、新型コロナウイルス感染拡大に伴うオンライン教育の普及に際して、教員の「教育研究上の指導能力」が問われてきていることを踏まえての改正である。教員の使命はそれが“対面授業”であろうと“オンライン授業”であろうと変わらない。特に、教育研究環境の変化が加速度的に進展していく現代においては、教員のより一層の「教育研究上の指導能力」の維持向上が求められてきていることは云うまでもない。大学における教員の教育研究活動には、1)「研究活動」、2)「教育活動」、そして3)「社会貢献・奉仕活動」の3分野があるので、教員の教育研究活動を評価する場合には、これら各分野の活動についての量的に質的に評価していくことが求められてくる。しかし、各活動についての量的評価は結果が数量で示されてくるので容易に測定できるが、質的評価は価値観に関わってくる問題もあるので大変難しい。なぜならば、教育の目的は社会に有為な人材を育成していくことにあり、それは大学の設置目的や理念に従って、また当該学部の教育方針や個別教員の価値観に従って人材育成がなされてくるので、それを測ることは容易ではない。すなわち特定の尺度で測ることはできない。それ故、教員の「研究活動」、「教育活動」及び「社会貢献・奉仕活動」についての各活動分野の評価は、教員の教育研究

活動業績を総合的に評価していかざるを得ない。例えば、若手教員は自己の研究テーマの活動に専念し、多くの研究業績を挙げることに集中して、研究成果の社会貢献・奉仕に多くの時間を割きたがらない傾向がある。一方、教員の教育研究活動業績を見ると、年配の教員の方が社会貢献・奉仕活動の業績数が相対的に多くみられる。従って、教員一人ひとりの教育研究活動を評価していただくだけではなく、その教員が所属している学部等の教育組織の「教育研究上の指導能力」をトータルに評価していくことも重要である。特に、個人や組織の教育活動の評価については、教員の人材育成に掛ける信念や理念などの個性値による成果を測らなければならないので、教育の質を一様なあるいは共通した基準で測ることは難しい。以下個別的に問題点を考えてみる。

第一の教員の「研究活動」については、一般的に各教員が作成した研究業績リストに従って数量的に評価されてくる。主に、出版された学術図書及び発表された学術論文等の数、また学会での研究発表の回数等が対象となって測られてくる。しかし、教員の研究活動の質的評価については何を基準にして測るのが大変難しい。一般的な指標としては、当該教員の発表した学術研究図書・論文等が他の研究者によって引用されている数、また、学術学会等での当該研究成果に対する学術褒賞を受賞した数、さらには当該研究課題に対する外部調査研究費の獲得状況等によっても測られてくるが、しかし、これらの指標はあくまでも研究活動が一定のレベル以上にあることを示していることに過ぎないので、やはり教員の研究活動については総合的な評価をせざるを得ない。

第二の教員の「教育活動」については、一般的に分かりやすい量的評価は教員の担当する授業科目数や授業科目単位数で測られてくる場合がある。それは授業担当科目数が多ければ多いほど教育の目的である人材育成に関わっていると見られてくるからである。また、授業する科目数が多ければ、授与する単位数が多ければ、それだけ教育への貢献度が高いと見られてくるからでもある。しかし、最も重要なことは、その講義・演習の授業によって学生がどれだけ専門的知識・スキルを身に付けたかの力量を測ることであろう。すなわち、学生が当該授業科目の履修によってどの程度知的・人格的発達の結果としての資質・能力を向上させることができたかということである。それ故、大学においては各学期末に行われる当該授業科目に対する「学生の授業評価」が行われ、教員の授業評価に用いてきている。その授業評価においては、授業内容がシラバス通りに行われてきたか、常に最新の教材・資料が配布されてきたか、授業の目的である専門的知識・スキルが身につけてきたか等についての受講者の授業評価を教員の教育活動の質を測る尺度に用いている。

第三の教員の「社会貢献と奉仕「community services」」活動については、教員が自らの教育研究活動の成果を如何に社会の学術文化の伝承と発展のために還元しているかについての評価である。その活動形態は多種多様であり、教員の社会貢献・奉仕活動は広範囲にわたってくる。例えば、政府機関や民間機関の諸委員会委員活動や各種団体での講演活動等様々である。活動の種類、内容、重要性等を総合して評価せざるを得ない。これまで教員の教育研究活動の評価は、量的に測りやすい学術教育研究図書・論文の数だけに注目されてきているが、近年の自然災害問題、地球温暖化問題、経済のグローバル化等の諸問題を考えると、教員の「社会貢献と奉仕「community services」」活動は多方面にわたり、複合的な基準で評価されていかなければならない分野と考えられる。

教員の教育研究活動の評価は、各教員がそれぞれ固有の目的・理念を持って「研究活動」、「教育活動」そして「社会貢献・奉仕活動」に従事してくるだけに、そこにはそれぞれの教員のいわば基準が存在していると考えられる。それ故、教員の教育研究活動を一様なあるいは共通した基準で測ることは難しく、教員及び所属学部等のあらゆる教育研究活動を総合的に評価をしていくことが求められてくる。(理事長、伊藤文雄)

## IV. ABEST21 Voice for Tomorrow-No. 6

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### “Globalising Management Education at the School of Business, Western Sydney University, Australia”

**Dean Amir**

The School’s strategy is to internationalise its research, student and staff bodies, curriculum, courses, and partnerships.

#### ***Research***

The School has developed research partnerships with universities in China, North/East Asia, South-East Asia, South Asia, Europe and North America. Those partnerships enable WSU researchers and researchers of the partner universities to establish joint international research projects, applying for internationally competitive research grants and publishing in leading international journals.



#### ***Students***

As one of the leading business schools globally, we attract international students from all over the world. International students account for more than twenty per cent of the School’s entire student cohort.

We endeavour to produce global citizens with global perspectives and global competencies. Our students have opportunities to participate in various student mobility programs to gain international experience and knowledge. In 2019, 124 students participated in the 11 New Colombo Program (NCP) in six countries and regions, including Hong Kong, China, India, Singapore, South Korea, and Vietnam. We intend to send a group of students to Japan in 2021 or 2022, funded by an NCP scholarship.

#### ***Staff***

The School embraces diversity and internationalization. Our staff come from various countries across the world. Our leadership team also reflects the diversity, with executive team members having different cultural backgrounds, including Australia, Pakistan, Sri Lanka, China, and the Philippines. Cultural diversity has played a critical role in supporting international students during the COVID-19 pandemic. The School formed an international team with a rich cultural diversity to provide ongoing support to international students with different ethnic backgrounds. The members of the team were assigned to support students from regions including Africa, Bangladesh, China/Mongolia/Hong Kong, Canada/USA, Europe, Fiji, India, Iran/Middle East, Indonesia/Malaysia/Thailand, Japan, Laos/Myanmar/Vietnam/Cambodia, Nepal, Pakistan, Philippines, South Korea, and Sri Lanka based on their own cultural background and/or their knowledge about the nominated region. The cultural awareness and regional knowledge possessed by the team members ensured effective communication with these students.

#### ***Curriculum and Courses***

We incorporate into our curriculum components such as international business, international management, international marketing, as well as international work-integrated learning (WIL) and international cultural immersion experiences.

## Partnerships

The School of Business has established institutional partnerships in many countries and regions such as Japan, China, Vietnam, Pakistan, Taiwan, Macao, Sri Lanka, South Korea, Singapore, and India.

## V. Quality Assurance-“Assessing Today for Tomorrow”-

“There will be no problem if the School exists in a vacuum. However, in the society where the real environment is changing, improving the educational and research activities is essential in order for the School to survive as a “Going Concern.”

### 1. online Peer Review Committee の審議結果について

コロナ禍の下での ABEST21 認証評価における online Peer Review Committee が、2021 年 1 月 28 日、2 月 25 日及び 26 日に開催された。事前の配布資料に基づいて Peer Review Team Leader がオンライン審査結果報告を行い、活発な質疑応答の後、すべての審査結果報告が承認され Accreditation Committee に報告された。



### 2. online Accreditation Committee の審議結果について

Peer Review Committee (PRC) の認証評価審査結果の報告にもとずいて、2021 年 3 月 11 日に online Accreditation Committee が開催された。事前配布資料に基づき PRC 委員長及び副委員長より PRC での審議結果の報告がなされ、種々意見交換ののち、認証評価推薦原案を承認し、ABEST21 理事会に認証校の推薦がなされた。



### 3. 2021.3 年度認証評価校について

3 月 1 6 日 (火) 開催の本法人オンライン理事会において Accreditation Committee より推薦のあった 2021.3 年度の認証校を承認し、3 月 26 日 (金) 実施のオンラインにて文部科学省に認証評価審査結果の報告をした。2021.3 年度の認証評価審査結果は、日本の分野別認証評価についてが 1



プログラム、海外の APAS が 9 大学 13 プログラム、そして AAAS が 2 大学 2 学部で、総合計は 10 大学 14 プログラムと 2 大学 2 学部となった。認証校は下記のとおりである。

#### **A: 日本の大学**

##### **1. 経営分野専門職大学院**

- 1) 京都大学大学院経営管理大学院  
(Graduate School of Management, Kyoto University, Japan)

#### **B: 海外の大学**

##### **1: APAS (ABEST21 Program-based Accreditation System)**

(Master of Management)

- 1) School of Economics and Business, Universitas Telkom, Indonesia
- 2) PPM School of Management, Indonesia
- 3) Faculty of Economics and Business, Universitas Bengkulu, Indonesia
- 4) Faculty of Economics and Business, Universitas Jenderal Soedirman, Indonesia
- 5) Faculty of Economics and Business, Universitas Udayana, Indonesia
- 6) Faculty of Business and Economics, Universitas Islam Indonesia, Indonesia
- 7) MBA-Faculty of Accountancy and Management, Universiti Tunku Abdul Rahman, Malaysia
- 8) MBA-Corporate Governance, Faculty of Accountancy and Management, Universiti Tunku Abdul Rahman, Malaysia
- 9) MBA-Corporate Management, Faculty of Business and Finance, Universiti Tunku Abdul Rahman, Malaysia

(Master of Human Resource Development)

- 10) Postgraduate School, Universitas Airlangga, Indonesia

(Bachelor of Management)

- 11) Faculty of Economics, Universitas Islam Sultan Agung, Indonesia
- 12) Faculty of Business and Economics, Universitas Islam Indonesia, Indonesia

(Bachelor of Accounting)

- 13) Faculty of Economics, Universitas Islam Sultan Agung, Indonesia

##### **2. AAAS (ABEST21 Academic Unit-based Accreditation System)**

- 1) School of Business, Institut Perutanian Bogor University, Indonesia
- 2) Faculty of Business Management and Professionals Studies , Management and Science University, Malaysia

#### **4. 2021.3 年度オンライン認証評価証授与式について**

本来なら、毎年 3 月に開催される本法人「総会」において各校に認証評価証証が授与されるのであるが、コロナ禍の事情によりオンラインによる個別認証評価授与式を下記の日程で実施することになった。

- ・ May 25<sup>th</sup> : Kyoto University, Japan  
Universitas Airlangga, Indonesia
- ・ May 26<sup>th</sup> : Universitas Telkom, Indonesia,  
Universitas Jenderal Soedirman, Indonesia  
Universitas Islam Sultan Agung, Indonesia
- ・ May 27<sup>th</sup> : PPM School of Management, Indonesia

- Universitas Bengkulu, Indonesia
- ・ June 1<sup>st</sup> : Institut Pertanian Bogor University, Indonesia  
Universitas Udayana, Indonesia  
Universitas Islam Indonesia, Indonesia
- ・ June 2<sup>nd</sup> : Management and Science University, Malaysia
- ・ June 9<sup>th</sup> : Universiti Tunku Abdul Rahman, Malaysia

## 5. KAIZEN Award のオンライン授与式について

KAIZEN Report の実行計画履行状況報告の書面審査及び実地審査において、SCR で分析された改善課題を解決していく実行計画 (Action Plans) が計画通りに履行され、所定の教育の質維持向上が着実に図られたかどうかの検証において、優れた成果を上げた認証校に対して、今年から KAIZEN Award を授与することになった。PRT, Peer Review Committee, Accreditation Committee 及び理事会の承認を得て、下記の日程で 4 校に対して KAIZEN Award の盾が授与されることになった。

- ・ May 26<sup>th</sup> : Universitas Surabaya, Indonesia
- ・ June 2<sup>nd</sup> : SBI Graduate School, Japan
- ・ June 8<sup>th</sup> : Universitas Indonesia, Indonesia  
Institut Teknologi Bandung, Indonesia

## 6. 2021 年度 ABEST21 Accreditation Seminar の開催について

2021 年度 ABEST21 Accreditation Seminar を下記の日程でオンラインで開催することになった。開催時間は 15:00-16:30 (Tokyo time) で、Zoom host は ABEST21 で、詳細については ABEST21 website の「掲示板」を閲覧願いたい。

- ・ Online "Quality Improvement Strategy (QIS)" Seminar : 2021 年 5 月 13 日 (木)
- ・ Online "KAIZEN Report" Seminar: 2021 年 5 月 18 日 (火)
- ・ Online "Self-Check/Self-Evaluation (SCR)" Seminar : 2021 年 5 月 28 日 (金)

## 7. 認証評価基準一部改正 (案) について

ABEST21 は、大体 3 年毎に「認証評価基準」の一部改正をしてきている。前回は 2017 年 3 月に行い、基準の単純化を図った。その結果、基準は 28 に増え、評価点検項目も 142 に増えた。その結果、各評価点検項目についての自己点検分析目的は明確化した。分析は単純化してきた。加速度的な環境変化の推移に対処した教育の質維持向上を図るためには、類似評価点検項目を整理統合をし自己点検分析の内容の深化を企図した改正を行った。

2019 年 11 月にシンガポールで開催された Peer Review Committee で、第 7 次改正を決定し約 1 年半の改正検討委員会での審議の結果、改正案が提出され、2021 年 2 月開催の Peer Review Committee 及び Accreditation Committee の議を経て 3 月 16 日開催の本法人理事会で承認された。

今回の評価点検項目の整理統合と同時に、教育研究活動の質維持向上に不可欠な Faculty Development と Staff Development の基準を体系化し、新型コロナウイルスの感染拡大により各大学に導入されているオンライン教育の質保証の問題に関する基準の設定をした。その結果、これまでの 26 認証評価基準数を 22 に統合し、142 の点検項目数を 85 に整理集約した。新たに新設された 1) Academic Unit Management, 2) Staff Development, 3) online Education, そして 4) Faculty

Development の評価基準を追加した。 今後の手続きとしては、この認証評価基準改正（案）を文部科学省に提出し、その承認を得る予定である。

認証評価基準改正（案）

Existing Standards		Proposed Standards	
I	Internal Quality Assurance	I	Internal Quality Assurance and Management
		1	Academic Unit Management
1	Administration and Governance	2	Governance
2	Self-Check/Self-Evaluation	3	Self-Check/Self-Evaluation Analysis
3	Improvement of education and research Environment		
		4	Staff Development
II	Mission Statement	II	Mission Statement
4	Mission Statement	5	Mission Statement
5	Mission Imperatives		
6	Financial Strategies	6	Financial Strategies
III	Educational Programs	III	Curriculum
7	Learning Goals	7	Learning Goals
8	Curriculum Policy	8	Curriculum Policy and Management of Curriculum
9	Management of Curriculum		
10	Improvement of educational Quality	9	Quality Improvement of Curriculum
		10	Online Education
11	Diploma Policy	11	Diploma Policy and Learning Outcomes
12	Learning Outcomes' Review		
13	Globalization of Educational Programs	12	Globalization of Curriculum
IV	Students	IV	Students
14	Student Profile	13	Admission Policy and Student Selection
15	Admission Policy		
16	Student Selection		
17	Student Support	14	Student Encouragement and Support
18	Student Incentive		
19	Student Diversity	15	Student Body Diversity
V	Faculty	V	Faculty
20	Faculty Structure	16	Faculty Structure
21	Faculty Qualifications	17	Faculty Qualifications
22	Maintenance of Education and Research Environment	18	Maintenance of Education and Research Environment
23	Responsibilities of Faculty members	19	Faculty Development
24	Faculty Diversity	20	Faculty Diversity
VI	Educational Infrastructure	VI	Educational Infrastructure
25	Educational Infrastructure	21	Educational Infrastructure
26	Globalization of Educational Infrastructure	22	Globalization of Educational Infrastructure

## VI. Quality Improvement - "Building Network for Tomorrow"

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"In the age of increasing globalization, it is a great challenge for the schools to create and maintain first-class educational programs in management. But no single institution can maintain all the required and ever-changing resources at hand nor continually keep those resources updated. It is important for us to work together to leverage our complementary resources on a global scale."  
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### 1. 第3回「オンライン授業の質保証研究会」の開催結果について

On Thursday, January 21, 2021, the 3rd ABEST21 Online Workshop "Assuring the Quality of the Online Lectures" was held with Assistant Prof. Dr. Dodie Tricahyono, Universitas Telkom, Indonesia, and Associate Prof. Veena Jadhav, SP Jain School of Global Management, Singapore as Speakers. The Workshop was organized as follows:

#### **Moderator:**

- Associate Professor Danaipong Chetchotsak, Ph.D.  
Faculty of Engineering, Khon Kaen University, Thailand

#### **Speakers:**

- Assistant Professor Dodie Tricahyono, Ph.D.  
School of Economics and Business, Universitas Telkom, Indonesia  
"COVID-19, Online Learning and Quality Assurance at MM Telkom University"
- Associate Professor Veena Jadhav, Ph.D.  
SP Jain School of Global Management, Singapore  
"Assuring the Quality of Online Lectures."

#### **Participants:**

- President Dr. ITOH Fumio, ABEST21, Japan
- Dean Prof. Dr. Amir Mahmood, Western Sydney University, Australia
- Adjunct Associate Prof. Catherine Shibala, Hitotsubashi University, Japan
- Associate Prof. Danaipong Chetchotsak, Ph.D., Khon Kaen University, Thailand
- Assistant Prof. Dodie Tricahyono, Ph.D., Universitas Telkom, Indonesia
- Senior Lecturer Dr. Gancar C. Premananto, Universitas Airlangga, Indonesia
- Assistant Prof. Dr. Hen Kai Wah, Universiti Tunku Abdul Rahman, Malaysia
- Prof. Dr. Huam Hon Tat, Putra Business School, Malaysia
- Director Nalinee Mohpravit, Ph.D., Naresuan University, Thailand
- Associate Prof. Dr. Siti Zaleha Sahak, Universiti Teknologi MARA, Malaysia
- Lecturer Dr. Suthasinee Susiva, Burapha University, Thailand
- Associate Prof. Dr. Veena Jadhav, SP Jain School of Global Management, Singapore
- Senior Lecturer Dr. Werner R. Murhadi, Universitas Surabaya, Indonesia



Dr. Dodie Tricahyono introduced difficulties that the students are facing during the COVID-19 pandemic, including financial problems and



infrastructure quality. Also, he introduced MM Telkom University's "Outcome Based Education curriculum (OBE Curriculum)" system. After that, he showed some solutions that the school has carried out for students such as selective discount tuition fee and developing OBE curriculum. After his presentation, workshop members discussed how to confirm performance of their students in online class and how to support lecturers for operating the OBE curriculum system, and other issues.



Dr. Veena Jadhav introduced the uniqueness of SP Jain School of Global Management global campuses, and their online system called "Engaged Learning Online (ELO)". Also, she shared the school's experience of collecting feedback from students in online

education. After her presentation, workshop members discussed the "ELO" system and how to make up for the lack of experience-based learning using the ELO system, and other issues.

## 2. 第4回定例「オンライン授業の質保証研究会」の開催結果について

On Thursday, February 18, 2021, the 4th ABEST21 Online Workshop "Assuring the Quality of the Online Lectures" was held with Associate Professor Danaipong Chetchotsak, Ph.D., Faculty of Engineering, Khon Kaen University, Thailand, and Vice Director Yeshika Alversia, Faculty of Economics and Business, Universitas Indonesia, Indonesia as Speakers. The Workshop was organized as follows:

### **Moderator:**

- Associate Professor Dr. Yudi Fernando, Ph.D.  
Faculty of industrial Management, Universiti, Malaysia Pahang

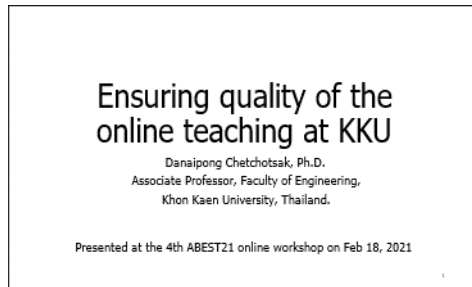
### **Speakers:**

- Associate Professor Danaipong Chetchotsak, Ph.D.  
Faculty of Engineering, Khon Kaen University  
"Ensuring quality of the online teaching at KKU"
- Vice Director Yeshika Alversia  
Faculty of Economics and Business, Universitas Indonesia  
"Online Lectures and Issues to be improved for Assuring the Quality of the School's Learning System"

### **Participants:**

- President Dr. ITOH Fumio, ABEST21, Japan
- Vice Dean Dr. Abdul Ghofar, Universitas Brawijaya, Indonesia
- Adjunct Associate Prof. Catherine Shibala, Hitotsubashi University, Japan
- Associate Prof. Danaipong Chetchotsak, Ph.D., Khon Kaen University, Thailand
- Assistant Prof. Dodie Trichayono, Ph.D., Universitas Telkom, Indonesia
- Senior Lecturer Dr. Gancar C. Premananto, Universitas Airlangga, Indonesia
- Assistant Prof. Dr. Hen Kai Wah, Universiti Tunku Abdul Rahman, Malaysia
- Senior Lecturer Dr. Idqan Fahmi, IPB University, Indonesia

- Senior Lecturer Dr. Jayne Bye, Western Sydney University, Australia
- Director Nalinee Mohprasit, Ph.D., Naresuan University, Thailand
- Program Manager Dr. Rosly Othman, Universiti Sains Malaysia, Malaysia
- Associate Prof. Dr. Siti Zaleha Sahak, Universiti Teknologi MARA, Malaysia
- Vice Director Yeshika Alversia, Universitas Indonesia, Indonesia
- Associate Prof. Dr. Yudi Fernando, Universiti Malaysia Pahang, Malaysia



Dr. Danaipong Chetchotsak discussed how to ensure the quality of the online teaching based on his experiences. He introduced one of teaching technics called LOVE Model (Hussadintorn Na Ayuttaya and Koopsap, 2017) with example of his classes implementing the LOVE

Model. Also, he discussed the effectiveness of implementing gamification in order to enhance students' motivation for study. He ended his presentation by pointing out that some students, especially 2nd year students, prefer onsite classes. After his presentation, workshop members discussed the effectiveness of gamification for their classes and other issues.



Vice Director Yeshika Alversia introduced the Learning Objectives and Quality Assurance of Learning of their school. Also, she shared the challenges that the school has faced, including technical problems, making online classes more interactive and engaging, ensuring

integrity in exam and quizzes, and thesis-related issues. After her presentation, workshop members discussed more details about the integrity issues.

### 3. 第5回定例「オンライン授業の質保証研究会」の開催結果について

On Thursday, March 18, 2021, the 5<sup>th</sup> ABEST21 Online Workshop "Assuring the Quality of the Online Lectures" was held with Vice Dean Dr. Ainur Rofiq, Faculty of Economics and Business, Universitas Brawijaya, Indonesia, and Director Nalinee Mohprasit, Ph.D., Faculty of Business, Economics and Communications, Naresuan University, Thailand as Speakers. The Workshop was organized as follows:

#### **Moderator:**

- Associate Prof. Dr. Veena Jadhav  
SP Jain School of Global Management, Singapore

#### **Speakers:**

- Vice Dean Dr. Ainur Rofiq  
Faculty of Economics and Business, Universitas Brawijaya, Indonesia  
"Online Education Practices during Pandemic COVID-19: Experiences from UB"
- Director Nalinee Mohprasit, Ph.D.  
Faculty of Business, Economics and Communications, Naresuan University, Thailand  
"NU online learning and challenges for effective learning environment"

**Participants:**

- President Dr. ITOH Fumio, ABEST21, Japan
- Vice Dean Dr. Ainur Rofiq, Universitas Brawijaya, Indonesia
- Associate Prof. Danaipong Chetchotsak, Ph.D., Khon Kaen University, Thailand
- Assistant Prof. Dodie Trichayono, Ph.D., Universitas Telkom, Indonesia
- Senior Lecturer Dr. Gancar C. Premananto, Universitas Airlangga, Indonesia
- Assistant Prof. Dr. Hen Kai Wah, Universiti Tunku Abdul Rahman, Malaysia
- Prof. Dr. Huam Hon Tat, Putra Business School, Malaysia
- Senior Lecturer Dr. Idqan Fahmi, IPB University, Indonesia
- Prof. Dr. IWAI Chiaki, Aoyama Gakuin University, Japan
- Director Nalinee Mohprasit, Ph.D., Naresuan University, Thailand
- Program Manager Dr. Rosly Othman, Universiti Sains Malaysia, Malaysia
- Associate Prof. Dr. Siti Zaleha Sahak, Universiti Teknologi MARA, Malaysia
- Associate Prof. Dr. Veena Jadhav, SP Jain School of Global Management, Singapore
- Vice Director Yeshika Alversia, Universitas Indonesia, Indonesia
- Assistant Prof. Dr. Zabeda Bt. Abdul Hamid, International Islamic University Malaysia, Malaysia



Dr. Ainur Rofiq outlined the current situation with online education provided by universities in Indonesia based on statistical data. The data showed that during the COVID-19 pandemic more than 65% classes in Indonesia were conducted

offered by universities online. The major problem that they have faced is poor internet connection for both lectures and students. In order to improve online education environment, UB has tried to conduct synchronized classes and plans to introduce "Standard Work Procedures" in their laboratories. After his presentation, workshop members discussed how to improve quality of online lectures, especially examination classes. Some participants shared their experience on conducting online examination using "Google classroom".



Dr. Nalinee Mohprasit discussed how to solve problems that students face during COVID-19

pandemic. The top three problems are financial problems, access to online learning, and lack of online learning skills. She explained that the university has offered discount for the tuition fee for all students to solve their financial problems. For improving internet environment, the university provides them with mobile sim cards. Also, she introduced "ADDIE Model" that has been almost a standard for professionally developed, high quality distance education programs and explained that the ADDIE Model is also used in corporate e-learning and training (Bates, 2019). After her presentation, workshop members discussed whether lecturers will be able to have freedom to innovate their class design in the online environment.

#### 4. 第38回マネジメント人材育成協議会の開催について

5月13日(木)、10:30よりオンラインによる第38回マネジメント人材育成協議会が開催される。今回は文部科学省の専門職大学院室と早稲田大学経営管理研究科(専門職大学院)からの報告が予定されている。Zoomhost: ABEST21

#### 5. 新学部長等の紹介について

**Dean Prof. Dr. Mohmad Adam**

**Faculty of Economics, Universitas Sriwijaya, Indonesia**  
**Profile**

Universitas Sriwijaya is a state university in Palembang, South Sumatra, Indonesia. Faculty of economics, Universitas Sriwijaya was founded in 1953. Lecturing activities were initially held at Bukit Besar, Palembang campus, then in 1993 the activities were moved to the new campus in Inderalaya, Ogan Komering Ilir Regency. Currently, the Faculty of Economics has developed its study programs starting from Diploma level, Bachelor Degree and Master to Doctoral Degree. The current Dean of the Faculty of Economics is Professor Dr. Mohamad Adam, S.E, M.E.

Website: [www.unsri.ac.id](http://www.unsri.ac.id)



#### **Message from the dean**

It is an honor for the Faculty of Economics, Universitas Sriwijaya to be granted an international accreditation and become a member of ABEST21. By becoming part of ABEST21, Faculty of Economics, Universitas Sriwijaya has the opportunity to expand networks and meet colleagues at the international level. Our commitment to improve the quality of education is very helpful in the re-accreditation process of National Accreditation Board for Higher Education (BAN-PT). This commitment also helps us to continuously improve the quality of our graduates and supports us to become world class university.

**Dean Prof. Dr. Nunuy Nur Afiah**

**Faculty of Economics and Business, Universitas Padjadjaran, Indonesia**

Dear distinguished colleagues and ABEST21 Management,  
I hereby introduce myself, Prof. Dr. Nunuy Nur Afiah, CA, as the new Dean of Faculty of Economics and Business, Universitas Padjadjaran (FEB UNPAD). I am a professor in governmental accounting in





Accounting Department, FEB UNPAD.

In today's educational development landscape, globalization has played a central role. Learning and research activities should not be separated in territorial boundaries, collaboration between institutions around the world will increase. One institution can delve into another's best practice but needs to adapt it to its internal conditions. At FEB UNPAD, we have embraced this challenge with the spirit to combine our Individual, Organizational, and Network (ION) perspectives.

Our participation in ABEST21 has been helping us sharpen our map to develop the organization in the last decade. KAIZEN development philosophy has been adapted by ABEST21 members to make measurable continuous improvements. Besides, our role in various ABEST21 activities and also cooperation with some of the ABEST21 members have given us valuable experiences to develop our capabilities. I am committed to continuing my predecessor's to strengthen FEB UNPAD's existence in ABEST21. I hope we can work closely.

**Dean Prof. Dr. Hua Xu**

**MBA Program in International Business, Humanities and Social Sciences, Graduate School of Business Sciences, University of Tsukuba, Japan**

Hua Xu received B.Eng. and M.Eng. degrees in Electrical Engineering from Northeastern University, China, in 1982 and 1985, respectively, and his Dr. Eng. degree in Information Engineering from Hiroshima University, Japan, in 1993. He worked with Hiroshima University as a Research Associate and Associate Professor from 1993 to 1998. Since 1998, he has been with the Graduate School of Business Sciences, Humanities and Social Sciences, the University of Tsukuba, Tokyo, Japan, as an Associate Professor, and Professor. He is interested in the research on the theories of dynamic systems such



as dynamic optimization theory and dynamic game theory, and their applications in business aspects. The term "dynamic" used in the dynamic systems means "temporal". A dynamic system is defined as a system whose states change over time. The dynamic optimization theory and dynamic game theory have found the applications in the ever-changing business world, for example, in the areas of operations, finance, and marketing. Moreover, he is also interested in the research on risk analysis and risk management in business, especially the implementation of risk management process in identifying business risks, measuring and evaluating business risks, and treating business risks.

**Dean Prof. Dr. KOBAYASHI Hideyuki**  
**SBI Graduate School, Japan**

Hello, I am Hideyuki Kobayashi from SBI Graduate School. Before getting my current job, I worked for Toyota Motor Corporation for a long time. At Toyota I did design engineering for 15 years, product planning for 5 years, and target costing for 15 years. Then I moved to SBI Graduate School in July 2016. At SBI Graduate School, I teach Operations Management, Managerial Accounting, and Business Planning Exercise.

My main concern is the work of the middle management in a company. I



believe in its importance from the experience of seeing the field where middle-up and down management advocated by Ikujiro Nonaka is effectively practiced. Operations in which the middle management plays an active role are difficult to observe from the outside and therefore difficult to imitate. I believe that the difference in performance among multiple companies with similar competitive strategies is due to the difference in operations. This idea is consistent with Raffaella Sadun's claim.

The trigger for my moving from business to education was that I volunteered as a tutor for a child next door who was absent from school. Studying should be fun for everyone, regardless of age. I will continue to devote myself without forgetting this original intention.